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ABSTRACT

This collection of abstracts is part of a continuing series providing information on recent doctoral dissertations. The 11 titles deal with the following topics: (1) transnational communication knowledge transfer and utilization, especially between the United States and Asian countries; (2) police personnel evaluation procedures as an aspect of organizational control; (3) caregivers' speaking modifications to developmentally delayed infants; (4) leadership effectiveness of theatre administrators and organizational effectiveness of nonprofit professional theatre organizations in the San Francisco Bay area; (5) supervisor accessibility and role clarity; (6) the effect of participative decision making on supervisory and subordinate communication behavior; (7) superior-subordinate perceptual incongruence and organizational communication; (8) student and faculty perceptions of business communications needs; (9) rhetorical sensitivity, sex of interactants, and superior-subordinate communication; (10) sex differences as indicators of preferred conflict styles of managers in work settings; and (11) oral and written linguistic indices of deception during employment interviews. (RL)

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Business and Organizational Communication: Abstracts of Doctoral Dissertations Published in Dissertation Abstracts International, July through December 1981 (Vol. 42 Nos. 1 through 6)

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TRANSNATIONAL COMMUNICATION KNOWLEDGE TRANSFER AND UTILIZATION PROCESS: THE U.S.-ASEAN CASE Order No. 8124026

ADHIKARYA, RONNY, PH.D. *Stanford University*, 1981. 382pp.

The main purpose of the present study is to understand how, and why, communication knowledge (theories, concepts, principles, or techniques) which has been developed and researched in the United States is being transferred to, and utilized in, countries that are historically, socially, economically, politically, and culturally different from the United States. The focus of the present study is on U.S.-originated communication knowledge transfer and utilization in communication education at the university-level in Indonesia, Singapore, Malaysia, Thailand, and the Philippines, which together make up ASEAN (the Association of Southeast Asian Nations).

More specifically, the present study inquires whether, and how, the transferred U.S. communication knowledge is transformed (e.g., translated, adapted, tested, modified, or reinvented) by ASEAN communication scholars to make it more applicable and relevant for use in their countries. In addition, the role, function, and usefulness of an important mechanism for U.S. communication knowledge transfer and utilization, namely the graduate training provided by major U.S. communication schools to ASEAN communication scholars, is examined.

Data for the present study were collected by means of questionnaire through personal interviews with 100 ASEAN communication scholars in ten communication schools in the five ASEAN countries. In addition, information was also gathered from 12 major U.S. communication schools through a mailed-questionnaire sent to the dean, chairperson, or head of each of these schools.

The findings of the present study reveal that in the past ten years, ASEAN communication scholars have come in increasing numbers to the U.S. for graduate training in communication, often bringing their own funding. Despite the tremendous increase in the number of foreign students who pay expensively for their U S. communication education, very little effort has been attempted by most U.S. communication schools to make the U.S. communication knowledge transfer more appropriate and useful to the needs and interests of Third World communication scholars.

Another finding of the present study indicated a heavy dependence on U.S.-originated communication knowledge by ASEAN communication scholars, even though the sources of suchknowledge appear to be confined to a rather limited range and variety of U.S. communication publications. This heavy dependence can be attributed to two main factors: (1) the high proportion of ASEAN communication scholars trained in the U.S., and (2) the large number of U.S. communication publications relative to non-U.S. communication publications available in ASEAN countries.

While there is a highly concentrated and intensive use of certain U.S. communication knowledge by ASEAN communication scholars, very little of such knowledge has been transformed,--translated, adapted, tested, modified, or reinvented--in order to maximize its applicability and relevance for use in ASEAN setting. The findings of the present study, however, suggest that the lack of effort to transform appropriately U.S. communication knowledge by ASEAN communication scholars is mainly due to (1) inadequate funding, (2) lack of financial and/or academic rewards, (3) insufficient expertise, (4) low research priority, and (5) time constraints.

There has been a very limited number of empirical communication research studies carried out in ASEAN countries to test or replicate certain U.S. communication theories of concepts. Since only a few such studies were conducted to test a single U.S. communication theory, and many of which yielded conflicting results, these studies, therefore, are inconclusive to either prove or disprove the applicability or validity of certain U.S. communication theories for use in ASEAN countries.

The implications of these findings for a more effective U.S. communication knowledge transfer and utilization process in order to improve ASEAN communication scholarship and education are discussed, and recommendations for such an improvement are suggested.

POLICE PERSONNEL EVALUATION PROCEDURES AS AN ASPECT OF ORGANIZATIONAL CONTROL Order No. 8113949

BUSCH, EARLENE KINGERY, PH.D. *University of Colorado at Boulder*, 1980. 210pp. Director: Associate Professor George A. Mauer

Organizational communication research has traditionally not been guided by an understanding of what is involved, in principle, in how messages from the collectivity to individual members relate to outcome regularities.

In order to study human communication, as such, a radical shift in approach was made in this research. First, communication was not seen primarily in terms of a specific product, that is, as a message which is deliberately sent by the organization to get information to the members, but rather in terms of what the individual member takes to be the case regarding the policies and practices of the organization. Secondly, no attempt was made to state a body of truths about organizational communication, but rather to formulate a conceptual system.

A conceptual notational device, the paradigm case formulation, was introduced, and a paradigm case formulation of organizational communication to achieve organizational control was introduced. Using this formulation, an understanding of what is involved, in prinicple, in an organization getting members to act in its interests was achieved. Organizational messages were analyzed in terms of behavioral principles, that is, the reasons people have for doing some things and for not doing others. The phenomenological version of social control was considered to be the set of messages by which members who represent the organization with respect to its values and concerns attempt to motivate members to do the essential tasks for the organization.

From a consideration of the three primary organizational features, i.e., size, diversification and consequent value orientation held by persons occupying different positions in the organization, and resource allocation decisions, a variety of hypotheses was developed about how organizational messages relate to outcome regularities.

Some of the hypotheses were strongly confirmed by the results of the study. The results indicated that from the functioning of the organization, members take it to be the case that some things are valued rather than others and that they will respond in predictable ways.

While some of the hypotheses were not confirmed by the results, those that were supported gave evidence to the predictive applicability of the formulation. With this predictive applicability established, the possibilities for practical application of the formulation--in organizational design, policy formulation, goal structure--can be explored.

EXAMINING CAREGIVERS' SPEAKING MODIFICATIONS TO DEVELOPMENTALLY DELAYED INFANTS AS A CUMULATIVE EFFECT OF THE CAREGIVER-INFANT SOCIAL SYSTEM Order No. 8107019

CALCULATOR, STEPHEN NATHANIEL, PH.D. *The University of Wisconsin - Madison*, 1980. 143pp. Supervisor: Professor David E. Yoder

Caregiver-prelinguistic infant conversations have been examined in two very different ways up to now. Some investigators limit their analyses to content-free examinations of dyad synchrony, explored by examining the influence each participant has on the other's likelihood of vocalizing. Conversation is viewed as no more than a sequence of dyadic state transitions defined by the presence and absence of vocalizing by either or both interactants.

Other investigators look beyond the existence of vocalization to examine the content of these exchanges. Caregivers have been found to systematically modify their speech when conversing with language learning children, using shorter, more redundant, immediate centered utterances for example. These modifications purportedly facilitate the process of language acquisition.

The infant's role as a possible elicitor of caregiver modifications has been ignored in "motherese" studies, unlike synchrony studies in which all features displayed by the dyad are viewed as a cumulative effect of both participants. The present study represents an attempt to merge these two theoretical stances by asking whether a more synchronous dyad (derived using content-free procedures) is also one in which speaking modifications are more prevalent (derived using content procedures). Caregivers' speech

was examined with respect to their infants' responsiveness, or, range of communicative-affective behaviors to explore the latter's role in eliciting modified input.

All caregivers and infants participating in this study were drawn from a local residential facility for mentally retarded and physically handicapped persons. A total of 14 caregivers were videotaped while bathing a high (HI) and a low (LI) prelinguistic infant, resulting in a data base of 28 dyads. The Prelinguistic Checklist, developed specifically for this investigation, was used to assign each infant to a HI or LI category.

The caregivers' speech was then transcribed and analyzed along several linguistic dimensions deemed important in sustaining conversations with these infants (e.g. shortened utterance lengths, immediate centered references, forms and discourse conventions which facilitate infant responses: repair mechanisms and closure maintenance, or, using infant vocalizations to secure closure to questions). In addition, an SSR keyboard was used to code the onsets and offsets of each participant's vocalizations for the subsequent computing of dyadic state transitions and synchrony scores of each dyad.

Use of the content-free procedures revealed strikingly similar patterns of non-synchronous interaction with the HI and LI dyads. While both participants (infants and caregivers) were observed to contribute to a smooth conversational flow, only the infants varied their tendencies to vocalize in accordance with their co-participant's ongoing vocal states.

This picture of the caregivers as nonresponsive interactants was refuted by finding them using shorter utterances, shifting topics to infant-centered events following the latter's vocalizing, phrasing questions so as to require minimal infant responses to secure closure and, when failing, applying repair mechanisms (e.g. answering their own questions). Unlike the synchrony scores, examinations of content differentiated caregivers' speech to the HIs and LIs (i.e. the more responsive infants received a more modified speaking style than did their counterparts).

In summary, the content-free synchrony measures provided a gross index of caregiver-infant reciprocity which, interpreted independently of the linguistic measures, presented a misleading picture of the dyads. Clinical implications of these findings are discussed as they relate to the language stimulation programming of prelinguistic infants and the use of speaking modifications as indexes of caregiver responsiveness.

THE RELATIONSHIP BETWEEN THE LEADERSHIP EFFECTIVENESS OF THEATRE ADMINISTRATORS AND THE ORGANIZATIONAL EFFECTIVENESS OF NONPROFIT PROFESSIONAL THEATRE ORGANIZATIONS IN THE SAN FRANCISCO BAY AREA

Order No. 8125895

DEVINE, PHILIP PATRICK, ED.D. *University of San Francisco*, 1981. 140pp. Chairperson: Allen Calvin

The purpose of this investigation was to develop an exploratory survey of the administrators of San Francisco Bay Area nonprofit professional theatre companies. The study was designed to test Fred Fiedler's "Theory of Leadership Effectiveness" as applied to the effectiveness or non-effectiveness of the theatre organizations that were surveyed. More specifically, data regarding the administrators' leadership behaviors, style, and effectiveness and their organizations' structure and effectiveness were used. These data were collected by means of a survey using questionnaires and a focused interview. The theatre organization's effectiveness was defined and assessed by means of survey questionnaire that incorporates an appropriate summated rating scale completed by a selected panel of specifically qualified expert judges.

The investigation was designed to answer five specific research questions. The first question sought to relate the behavioral motivation (task motivation and relationship motivation) of the administrators with the effectiveness or non-effectiveness of their respective organizations. The relationship between the administrator's educational preparation, artistic preparation, and previous administrative experience and the organization's effectiveness or non-effectiveness was explored in the second question. The third question dealt with situational favorableness including leader-member relationships, task structure, and position power and the effectiveness or non-effectiveness of the administrator's respective organizations. Potential problems for the effectiveness or non-effectiveness of each administrator's organization were explored in the fourth question through six specific areas including setting goals and objectives, selecting the plays, raising the capital, staffing and casting, supervising and controlling, and public relations. The fifth question explored the interpersonal relationship between the theatre administrator and the artists including how the leader perceives himself and how the leader thinks the artists perceive the leader and the effectiveness or non-effectiveness of the administrator's organization.

Each of the theatres involved in the study was rated for effectiveness of operation by three groups of judges consisting of critics, artistic directors, and scholars. These groups of judges rated the theatres on the following six areas: (I) setting goals and objectives, (II) selecting the plays, (III) raising the capital, (IV) staffing and casting, (V) supervising and controlling, (VI) public relations. There were statistically significant differences among the three groups of judges primarily due to the artistic directors who were more reserved in their ratings than the critics or scholars. However, the general trend of results was sufficiently similar among the three groups so that ratings of effectiveness for all eleven judges were combined for a total rating score. Based on these ratings, theatres were categorized as effective or noneffective. The theatres which received the top six ratings were considered "effective" and the lowest six theatres were considered "non-effective."

As a result of the survey, it was concluded that whether the administrator is task motivated or relationship motivated is not statistically related to the effectiveness or non-effectiveness of their organizations. The administrators' educational preparation, previous artistic experience, and previous administrative experience were not related to the organizations' effectiveness or noneffectiveness. Furthermore, there was no statistical relationship between non-effective theatre organizations and the match between the administrators' leadership style and their situational favorableness. A statistical difference between effective and noneffective organizations and the way the administrators rated certain problem areas including public relations and selection of the plays was discovered. The administrators of non-effective theatre organizations had more problems with public relations, selecting the plays, and staffing and casting than did the administrators of effective theatre organizations and the theatre administrators' own perceptions of their roles and what they thought their artists and craftsmen expected of the leader.

SUPERVISOR ACCESSIBILITY AND ROLE CLARITY

Order No. 8117060

FOLLERT, VINCENT FLANDERS, JR., PH.D. *Wayne State University*, 1981. 106pp.

Research points to the significance of supervisory accessibility in the role assimilation process. Prior studies of communication climate suggest that a variety of organizational conditions may influence the supervisor. Included in this group are the structure of the organization, the normative expectations shared by organizational members and the dyadic relationship between superior and subordinate. This study tested the extent of these relationships. The following hypotheses were made: (H1) Individuals in work groups featuring a large span of subordination will express greater role clarity when the information possessed by the group is evaluated as having high utility than will members of large groups evaluating such information as having low utility. (H2) Normative supervisory accessibility will be positively related to role clarity. (H3) Dyadic supervisory accessibility will be positively related to role clarity.

In order to test these hypotheses self-report instruments were developed to measure supervisory accessibility. The structural parameters of supervisory accessibility were established by estimating the subjects' span of subordination, span of superordination, formal, and informal work group size. Dyadic and normative supervisory accessibility were tapped with self report instruments developed for use in this study. The reliability of the latter two instruments was established, with Cronbach's Alpha ratings for the two survey instruments ranging from .75 to .86.

The hypotheses were tested by administering the instruments to the civil service support personnel employed by a regional, Midwestern state-supported University. The total population was 700. Sixty of these individuals were lost due to attrition. Of the remaining 640, 246 responded, providing a total response rate of 38.43%. The sample subjects were occupationally diverse, including individuals with the following responsibilities: clerical, administrative, skilled trade work, and maintenance.

The results did not confirm the first hypothesis. Formal work group size exerted no direct influence over role clarity ($F = .063$, $p = .80$). Peer information utility had no significant effect on role clarity ($F = .001$, $p = .98$). There was no interaction effect between work group size and peer

information utility ($F = .52$, $p = .47$). The second hypothesis was confirmed. Normative supervisory accessibility was significantly related to role clarity ($r = .40$, $p < .001$). The third hypothesis was also confirmed. The relationship between dyadic supervisory accessibility and role clarity was significant ($r = .45$, $p < .001$).

A number of corollary post hoc conclusions were derived from the data. The results suggested that supervisors played an important role-sending responsibility in the organization studied. Peers did not appear to play an important part in the role assimilation process. Organizational structure appeared to play a less predominant than prior research has suggested. Dyadic and normative influences exerted more control over supervisory accessibility and role clarity. Future research should devote attention to the problem of self-reports. More objective performance criteria could provide a better test of the role assimilation model advanced in this study. Finally, some effort should be made to determine what organizational characteristics inhibit supervisor accessibility. By identifying these factors, organizational interventions may be designed which enhance the organizational environment.

THE IMPACT OF PARTICIPATIVE DECISION MAKING ON SUPERVISORY AND SUBORDINATE COMMUNICATION BEHAVIOR

Order No. 8114531

HARRISON, TERESA MARIE, PH.D. *Bowling Green State University*, 1981. 125pp.

This research attempted to advance theory development in organizational communication through analyzing the impact of an organizational model of decision making upon supervisory-subordinate communication behavior. The research was based upon a theoretical perspective which advocates examining the mutual interdependence of organizational and communication variables.

The specific organizational model employed was participative decision making. The literature revealed that the concept of participative decision making consists of two fundamental dimensions, influence and interaction. As levels of subordinate influence in decision making are varied, theorists assume that increases in the quantity and quality of supervisory-subordinate communication behavior will occur. However, this assumed relationship has never been empirically established.

Hypotheses predicting positive associations between subordinates' perceptions of participativeness and their perceptions of information receiving and transmission with supervisors were formulated. Additionally, a set of variables defining the quantity and quality of communication behaviors with supervisors was hypothesized to predict membership in high participative as opposed to low participative work groups. Data was obtained from 264 supervisors and subordinates employed in 38 work units of a large social service organization.

The results provided empirical support for the hypothesized association between subordinates' perceptions of their supervisors' participativeness and subordinates' perceptions of their communication behavior with supervisors. On the basis of these findings, more precise theoretical statements about the interrelationship between decision making and communication can be formulated and tested.

SUPERIOR-SUBORDINATE PERCEPTUAL INCONGRUENCE AND ORGANIZATIONAL COMMUNICATION

Order No. 8122489

HENDERSON-LONG, GAYNELLE S., PH.D. *Howard University*, 1980. 223pp.

This was a survey of superior-subordinate perceptual incongruence in a large Federal Government agency. The purpose of this research was to investigate the incongruence between perceived communication dimensions of supervisors and their immediate subordinates; to explore the relationship between existant perceptual incongruences and "real-life" indices of work unit or organizational performance; and to identify perceived communication dimensions that most discriminate between subordinates of Black and of White supervisors, as well as to determine whether the relationships between superior-subordinate perceptual incongruence and indices of work unit performance vary with the race of the supervisor.

The research sample was comprised of Black and White supervisors and their immediate subordinates. Two instruments which represented minor modifications of the ICA Audit were used. Supervisors were asked to estimate their subordinates' responses to perceptual statements on eight communication dimensions. Subordinates were asked to indicate directly their perceptions of the same communication dimensions. Performance evaluations, balance of annual leave hours and number of hours of sick leave taken were measurable, real-life indices of work unit performance.

Statistical analyses of the five research questions involved using the t-test, two-group discriminant function analysis and Pearson correlations. Results indicated that there are specific dimensions of perceived communications that discriminated between supervisors and subordinates and between subordinates supervised by Whites and subordinates supervised by Blacks. On some dimensions of communication, this perceptual incongruence was found to significantly relate to specific indices of work unit performance; these relationships varied with the race of the subordinates' supervisors.

The study concludes by presenting a discussion of theoretical implications relevant to roles and race in superior-subordinate perceptual incongruence and organizational communication.

THE RELATIONSHIP AMONG PERCEPTIONS OF BUSINESS COMMUNICATIONS NEEDS HELD BY UNDERGRADUATE STUDENTS, THEIR SUPERVISORS, AND FACULTY AT THE UNIVERSITY OF THE DISTRICT OF COLUMBIA

Order No. 8120367

LEMLEY, BARBARA WINK, ED.D. *The George Washington University*, 1981. 345pp. Chairperson: Leonard Nadler

Educators and leaders in business and industry share a concern regarding the gap between education and the world of work. Although numerous research studies which are related to this issue have been conducted, the problem has yet to be resolved.

The purpose of this study was to identify perceptions of three groups--working students, their supervisors, and the faculty at the University of the District of Columbia--about the gap that exists between education and the world of work in the area of business communications.

From a review of selected literature, 26 business communications skills were identified which were used to develop a questionnaire. The questionnaire asked respondents to indicate relative levels of importance which they attached to the 26 skills. The same questionnaire was distributed to 154 working students and their supervisors and to 72 faculty members. From the questionnaires distributed to the working students and their supervisors, 75 percent of the student questionnaires were returned and 69 percent of the supervisor questionnaires were returned. The faculty returned 76 percent of the questionnaires.

The findings indicated that there were no significant differences between the perceptions of the working students and their supervisors.

There were 11 skills for which significant differences did appear between the perceptions of working students and the faculty: grammatical paragraphs, writing proposals, developing and presenting informational business reports, writing progress reports, speaking and oral reporting, interviewing, evaluating letters of application and/or resumes, using computers, using word processing systems, using dictation/transcription machines, and using the telephone.

Between the supervisors and the faculty, nine areas of significant differences were found: writing proposals, developing and presenting informational business reports, writing progress reports, speaking and oral reporting, interviewing, evaluating letters of application and/or resumes, using computers, using word processing systems, and using dictation/transcription machines.

Based on the study findings, three findings were evident: (1) The working students and their supervisors agreed on their perceptions about the 26 communications skills. (2) The working students and the faculty at the University of the District of Columbia agreed on their perceptions about 17 of the 26 communications skills. (3) The supervisors and the faculty at the University of the District of Columbia agreed on their perceptions about 19 of the 26 communications skills.

Those communications skills whose importance was unanimously agreed upon should be included in the development of business communications programs at the University of the District of Columbia. There needs to be more discussion, however, among the three participating groups about their perceptions of the importance of the skills on which there was disagreement.

"RHETORICAL SENSITIVITY," SEX OF INTERACTANTS, AND SUPERIOR-SUBORDINATE COMMUNICATION

Order No. 8123677

McCALLISTER, LINDA, PH.D. *Purdue University*, 1981. 219pp. Major Professor: W. Charles Redding

The present study was designed in large part to explore possible relationships between an individual's attitudes toward communication (as measured by the RHETSEN scale) and actual verbal utterances located in the superior-subordinate situation. Specifically, this was a study of discourse used by "Noble Selves," "Rhetorical Sensitives," and "Rhetorical Reflectors" as superiors in two simulated superior-subordinate reprimand situations. The effects of sex of interactants upon the superior's message content, and the effects of directive and non-directive managerial styles upon message content were also examined.

The data base consisted of actual verbal messages (in written form) produced by Noble Self, Rhetorical Sensitive, and Rhetorical Reflector subjects.

Data were collected from 200 male and female subjects in the setting of a simulated reprimand interview consisting of four successive utterances identified as follows: R_1 E_1 R_2 E_2. Where R_1 = initial statement by superior; E_1 = initial response by employee; R_2 = superior's next (2nd) statement; and E_2 = employee's response to R_2. The stimulus situation, then, consisted of two interlocking "double interacts": the first = R_1 E_1 R_2; and the second = E_1 R_2 E_2. Just before they were exposed to the R_2 utterance, each subject wrote a message labeled "R_2Preferred." Each subject followed this procedure for both a directive and non-directive reprimand interview. Finally, the subjects were asked to predict the employee's responses to the directive and non-directive reprimands of the hypothetical superior. That is, the subjects themselves produced a final act of the second double-interact, E_2.

A category system was generated from the subject's R_2Preferred messages. Content analysis was employed to determine frequencies of occurrence with which each category appeared in the messages. The predicted responses (E_2) were analyzed dichotomously, in terms of predicted employee COMPLIANCE or NON-COMPLIANCE with the expressed wishes of the superior.

Seven primary categories emerged from the messages (R_2Preferred) produced by all subjects. They were: EMPATHY, INTOLERANCE, SOLUTION, COMPANY NEEDS, RESPONSIBILITY, HOME AND WORK, and INFORMATION REQUEST.

Sub-categories emerged from three of the primary categories. They were: (1) QUALIFIED and UNQUALIFIED EMPATHY; (2) WORK CENTERED, SUPERIOR-CENTERED, EMPLOYEE-CENTERED, and PROBLEM-CENTERED SOLUTIONS; and with respect to the relationship between HOME AND WORK, (3) HOME MORE IMPORTANT, WORK MORE IMPORTANT, WORK EQUAL TO HOME, and HOME AND WORK SEPARATE.

The quantitative findings revealed there were both identifiable differences and similarities in the communicative behaviors among the Noble Selves, Rhetorical Sensitives, and Rhetorical Reflectors, but these differences and similarities "shifted" or interacted with the overall style of the communication situation and with the sex of the interactants.

The findings indicate that RHETSEN accurately identifies Noble Selves and one other type of communicator, but only possibly a third.

The analysis indicates that all three RHETSEN types adapt their communicative behaviors to "fit" the situation, *but* they adapt in different ways.

The research suggests that differential treatment of employees based on sex is still a problem in need of attention and that a sex bias, which can affect the superior-subordinate relationship, can be detected in the discourse of interactants.

Finally, the subjects felt that the directive style reprimand would be more effective in producing employee COMPLIANCE to the superior's wishes.

THE EFFECTS OF SEX DIFFERENCES ON THE PREFERENCE FOR UTILIZATION OF CONFLICT STYLES OF MANAGERS IN A WORK SETTING: AN EXPLORATORY STUDY

Order No. 8114006

SHOCKLEY-ZALABAK, PAMELA SUE, PH.D. *University of Colorado at Boulder*, 1980. 213pp. Director: Associate Professor George A. Matter

The purpose of this study was to investigate the effects of sex differences on the preference for utilization of conflict styles of managers in a work setting. Thirty-eight female managers and thirty-one male managers participated in the research by completing the Hall Conflict Management Survey. Data obtained from the survey were reported both descriptively and statistically. Statistical analysis was utilized to determine whether male and female managers had statistically significant rank order preferences for conflict styles in a variety of contextual situations. Comparisons between male and female managers rank order preferences were made. Statistical analysis also examined the comparative strength between males and females of preferences for each conflict style in the various contextual situations. The variable of sex of manager was the only independent variable for the research.

Data from sixty-nine questionnaires were tabulated and categorized to provide raw scores for conflict style preferences in the personal, interpersonal, small group, intergroup, and overall contexts. Descriptive and statistical analysis revealed that both male and female managers had statistically significant rank order preferences for conflict styles. A descriptive and inferential analysis of these findings found no difference between male and female managers in the rank order preferences for conflict styles in the personal, interpersonal, small group, intergroup, and overall contexts. Strength of preference analysis also found no statistically significant difference between male and female managers in their preferences for conflict styles. The reliability of the data and the instrument was supported by the finding of statistically significant rank order preferences for conflict styles for both male and female managers. This reliability underscores the importance of the findings of no differences between males and females in either rank order preferences or strength of preferences for conflict styles.

In the personal context, male and female managers both had statistically significant rank order preferences of synergistic (9/9); compromise (5/5); win-lose (9/1); yield-lose (1/9); and lose-leave (1/1) conflict styles. For the interpersonal context, statistically significant rank order preferences for both groups were synergistic (9/9); compromise (5/5); lose-leave (1/1); yield-lose (1/9); and win-lose (9/1).

In the small group context, the statistically significant rank order preference for males and females was identical to the preference order for the personal context. In the intergroup context, both males and females had a statistically significant rank order of synergistic (9/9); compromise (5/5); win-lose (9/1); lose-leave (1/1); and yield-lose (1/9).

In the overall context, the statistically significant rank order preference for males and females was synergistic (9/9); compromise (5/5); win-lose (9/1); yield-lose (1/9); and lose-leave (1/1). This order was identical to both the personal and small group contexts.

As a result of this study, implications that male and female managers respond differently to conflict situations are called into question. The study further suggests that research findings which support behavior differences in conflict between males and females may have limited applicability to the professional manager unless the site of the research is the work setting. While the present study suggested no differences in conflict style preferences of male and female managers, additional research in the work setting is recommended to assess the appropriateness and rationale for the changes in rank order preferences for conflict styles among the situational contexts, to examine conflict style choice in specific interactional patterns with same sex and opposite sex others, and to combine the variable of sex with other variables such as age, tenure with the organization, and education.

ORAL AND WRITTEN LINGUISTIC INDICES OF DECEPTION DURING EMPLOYMENT INTERVIEWS Order No. 8126984

WATSON, KITTIE WELLS, PH.D. *The Louisiana State University and Agricultural and Mechanical Col.*, 1981. 128pp. Supervisor: J. Donald Ragsdale

This study was designed to find preliminary information concerning differences between oral and written linguistic indices of deception during employment interviews. It was predicted that: (1) oral messages would be characterized by significantly different linguistic indices than written messages, (2) truthful messages would be characterized by significantly different linguistic indices than deceptive messages, (3) male responses would be characterized by significantly different linguistic indices than female responses, and (4) individual question responses would be characterized by significantly different linguistic indices than other individual question responses.

31 male and 42 female students enrolled in undergraduate business and professional communication courses participated in oral and written employment interviews. The transcribed and coded responses were analyzed with the Syntactic Language Computer Analysis Program. The data were analyzed with a four-way analysis of variance with repeated measures and a stepwise multiple discriminant analysis programs.

The results from the statistical analysis supported each of the null hypotheses. Deceptive messages were characterized as having significantly more total words, positive existential density, negative authority perception, positive audience perception, defined relational density, and less past time densities than truthful messages. Comparing these results with the mode (oral or written) used and the sex of the interviewee revealed several interesting relationships. Deceptive written responses were characterized by significantly more negative authority perceptions and total words. Deceptive oral responses were characterized by significantly more positive audience perceptions and defined relational densities. The results also suggest that females used more words when writing deceptively, whereas males used more positive audience perceptions when speaking deceptively. The results provide a foundation for further research investigating linguistic indices of deception during employment interviews.

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